

College of Science and Mathematics
Promotion and Tenure Guidelines
Augusta University

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Promotion and Tenure Guidelines

These guidelines are a supplement to the Augusta University Guidelines for Faculty Promotion and Tenure and, along with the included departmental standards, are intended to assist in assessing the faculty member's readiness to be considered for tenure or promotion.

The Augusta University Promotion and Tenure Guidelines specify three areas of assessment:

1. Scholarship
2. Teaching
3. Service.

It is expected that all faculty will *meet the standards* in all three of these areas. For the purposes of promotion or tenure, *outstanding* contributions in at least one of the first two areas must be made for non-tenure track faculty and in both of the first two areas for tenure track faculty. The interpretations of "outstanding" and "meet the standards" may vary by department and will be assessed in terms of the candidate's effort distribution.

Candidates for promotion or tenure will submit a portfolio according to AU guidelines. The evidence put forth by the candidate will first be assessed in terms of the departmental guidelines and the candidate's chair-assigned effort distribution in these areas. It is therefore imperative that the department committee and chair clearly communicate their findings relative to those standards to the College committee and the Dean.

Faculty Effort Distribution

Each department is responsible for generating and applying promotion and tenure standards appropriate to the discipline and the effort distribution of individual faculty. For the purposes of promotion and tenure the evidence put forth by the candidate will be assessed relative to the candidate's effort distribution in each area.

To this end, each department has provided annual models appropriate for lecturers (90%) and tenure-track faculty with high (> 60%), medium ($\geq 40\%$ to $\leq 60\%$), and low (< 40%) teaching commitment. As a general guideline, each three-credit course taught should comprise approximately 10% per semester (and therefore each four-credit course should cover approximately 13.3% per semester) of the faculty member's effort in an academic year.

The greatest responsibility in assessing a candidate's readiness for promotion or tenure lies with the departmental committee and department chair. It is therefore incumbent on the departments to construct and adhere to guidelines and standards consistent with the expectations of the University.

Department Standards Links

Departmental standards specific to each CSM department can be found on the College of Science and Mathematics webpage.

Promotion and Tenure Process

The lists of faculty eligible for promotion and/or tenure are generated by HR-Faculty Support Services and are sent by the Associate Provost for Faculty Affairs to the Dean of the college. The Dean distributes the list of candidates to the appropriate departments. The department chair informs the faculty member of eligibility to apply for promotion and/or tenure. The faculty member makes the decision whether to pursue promotion and/or tenure. The faculty member has the right and is encouraged to discuss this decision with his/her chair before making a decision to submit a portfolio for consideration. Appeal of the recommended decision may be made by the candidate at each level of the process.

Overview of the Application Process and Outline of Calendar

Below is an overview of the Promotion and Tenure Process sequenced chronologically. This general calendar approximates the annual timeframe for the application process. *Be aware that this timeframe, and specific dates, will necessarily vary from year to year to be in alignment with the annual University Promotion and Tenure Calendar.* Faculty should visit the AU Faculty Support Services webpage for up-to-date official University and College P&T calendars.

Mid-March – Department chairs will be notified in writing by the Office of the Dean of faculty members' eligibility to apply during the upcoming academic year for Promotion and/or Tenure. The department chair notifies the faculty member of eligibility.

Late May/Early June – Candidate submits to the department chair suggestions for the names and addresses of colleagues for external review letters. The department chair solicits review letters.

Early August – Candidate submits portfolio to the department chair, who adds external review letters to the portfolio. Department chair uploads portfolio to a box folder created by the Administrative Assistant to the Dean. Administrative Assistant to the Dean provides the department P & T committee access to the box folder containing the portfolio.

Mid-August – Department P & T committee uploads its recommendation letter to box folder for consideration by the department chair. If the recommendation is positive, the application is reviewed by the chair. If the recommendation is negative, the application process stops. The candidate has the right to appeal a negative recommendation to the department chair.

Early September – Department chair uploads recommendation letter to box folder for consideration by the CSM College P & T committee. If the recommendation is positive, the application is reviewed by the committee. If the recommendation is negative, the process stops. The candidate has the right to appeal a negative recommendation to the Dean.

Mid-September – College P & T committee uploads recommendation letter to box folder for consideration by the Dean. If the recommendation is positive, the application is reviewed by the committee. If the recommendation is negative, the process stops. The candidate has the right to appeal a negative recommendation to the Dean.

Early October – The Dean uploads recommendation letter to the box folder for consideration by the AU University P & T committee (no letter will be available to the candidate from this committee). If the Dean's recommendation is negative, the process stops. The candidate has the right to appeal the Dean's decision to the Provost.

Late October – The University P & T committee uploads the portfolio for consideration by the Associate Provost for Faculty Affairs. If the recommendation is positive, the application is reviewed by the committee. If the recommendation is negative, the process stops. The candidate has the right to appeal a negative recommendation to the Provost.

Early December – The Associate Provost uploads the University P & T committee’s recommendation letter for consideration by the Provost and the President. If the recommendation is positive, the recommendation goes to the BOR for consideration. If the recommendation is negative, the process stops. The candidate has the right to appeal a negative recommendation by the President to the BOR within 20 days of notification of the President’s action.

Early February – Decision letters are distributed to the candidate, the department chair, and the Dean.

General College Criteria and Guidelines for Promotion and Tenure

The College requires an objective departmental evaluation based on evidence and documentation. Although departmental models may contain quantitative measures (*e.g.*, “two or more presentations”) it is the responsibility of the departmental committee and chair to assess the *quality* of such work. The award of promotion or tenure is dependent on the recommendation by peers and not simply the attainment of a set number of achievements.

The award of tenure without promotion at AU will be rare. The College will not recommend tenure unless the instructional faculty member achieves or demonstrates strong promise of achieving promotion in rank. Decisions concerning tenure may also be based on the needs of the department and on the candidate’s ability to work cooperatively and effectively with colleagues and students. In particular, faculty members are expected to show due respect for the opinions of others, exercise restraint in the criticism and judgment of colleagues and associates, and avoid unwarranted and destructive criticism. Faculty members have an obligation to adhere to the prescribed regulations of the department, College, and University provided they do not contravene academic freedom.

Scholarship

Scholarship must be of high quality appropriate to the College, the University, and the candidate’s professional affiliation. Candidates for promotion to Associate Professor and Professor or tenure should be on a trajectory of national and international development and must have disseminated their work through publications or other peer-reviewed outlets at an outstanding level. A candidate for promotion to senior lecturer who contractually participates in scholarly activity must have a record of meeting the standards of the University.

Candidates should provide evidence of the quality of their scholarship. A candidate whose scholarship is not mainstream science or mathematics but is better described as scholarship of teaching and learning or engagement should provide evidence consistent with the guidelines in section 8.3.15 of the BOR Policy Manual and section 4.7.2 of the BOR Academic and Student Affairs Handbook.

Teaching

All candidates for promotion or tenure must demonstrate outstanding teaching by evidence. AU expects faculty to communicate information, ideas and values by using teaching methods and techniques that recognize a variety of learning styles, cultural backgrounds, and instructional settings. Instructional and

curricular innovation is encouraged, as faculty should provide ways for students to become actively engaged in the work of the discipline. Recognizing that much learning goes on outside of the classroom, faculty members should also be effective and skillful advisors to students.

In order for teaching to be designated as outstanding, the candidate must have demonstrated that he or she is an accomplished teacher. Specific expectations concerning outstanding teaching are addressed in the departmental standards.

Service

A candidate for promotion or tenure must have a record of meeting the standards of service to the University, to his or her professional community, and to the community surrounding the University.

There are basic expectations of faculty involvement, including service to the University. Faculty members derive obligations from common membership in the University community and are expected to accept a fair share of faculty obligations for the governance of the department, College, and University in a constructive and responsible manner.

Faculty members are expected to participate in their communities and professional organizations and especially in service activities that draw upon the professional expertise of the faculty member.

Promotion and Tenure Evaluation/Review Appeals

All faculty shall be notified **in writing** within five business days of the recommended decision, and receive a copy of the written summary, at each step of the promotion/tenure process. The individual faculty member shall have an avenue for appeal of recommended decisions at each level of the promotion/tenure review process within **10 business days from the date of communication** of the decision to the candidate. The appeal should be made in writing to the appropriate individual in the next level of the appeal process.

For further information on the appeals process, consult the **Augusta University Guidelines for Faculty Promotion and Tenure**

College Promotion, Tenure, and Review Committee

Promotion, Tenure, and Review Committee (PT&R): The PT&R Committee exists to ensure that faculty are fairly considered for promotions and tenure, and are routinely reviewed for continued teaching, service and professional development in keeping with provisions established in University and CSM promotion and tenure and post-tenure review policies.

Membership: The PT&R committee will consist of an odd number of members with at least five tenured members. Each of the departments of Biological Sciences, Chemistry and Physics, Mathematics, and Psychological Sciences will elect one representative to serve on the Committee and submit the name of its representative to the CSM Executive Committee during the spring semester before their service commences the following fall. The Dean will appoint faculty to fill the remaining seat on the Committee. No more than two members of any department may serve on the Committee simultaneously. Approximately one-half of committee membership is elected/appointed each year to serve a two-year term. Members may not serve consecutive terms, except those who were initially

appointed to a one year term.

All members of the College PT&R Committee will have full-time faculty appointments and will hold rank of Associate Professor or above. For all applications concerning the rank of professor, the review committee must consist of five tenured professors. If a department cannot supply a tenured professor to the PT&R committee, then a substitute professor will be assigned the duties of reviewing applications for promotion from associate professor to professor. The substitute PT&R Committee member will be assigned by the Dean with consultation of the chair of the department in which the applicant has his/her primary appointment. The choice of the substitute faculty member must be harmonious with the elected/appointed proportions described above.

Chair: The PT&R Committee will have a chair. The Committee chair is chosen by a vote of the PT&R Committee members during the spring semester before their service commences the following fall. Should there be a tie in the vote for chair, the Dean of CSM shall break the tie with a deciding vote.

Vacancies: Any vacancy on the PT&R Committee will be filled by a member from the department of the vacated seat. If a suitable replacement holding the rank of professor cannot be found, then the department may choose an associate professor to review all applications for promotion from assistant to associate and for the granting of tenure. If the vacancy applies to the Committee chair, then the chair shall be chosen by a vote of the PT&R Committee members.

Duties: The PT&R Committee will, each fall, review and assess the application packages for promotion and tenure within the CSM. The PT&R committee will follow the guidelines set forth in the CSM Guidelines for Promotion and Tenure and the University Guidelines for Faculty Promotion and Tenure in making their decision for granting promotion and/or tenure.

The PT&R Committee will, each spring, review submissions of post-tenure review materials from tenured faculty members. The PT&R committee will follow the guidelines set forth in the CSM Guidelines for Promotion and Tenure to ensure the faculty members under review are in keeping with CSM standards.

A quorum will consist of 75% of those eligible to vote who must be physically or real-time virtually present at the meeting. A 60% majority vote of those present physically and real-time virtually will be required to pass a motion to promote or to tenure. Since the vote required is 60% of the members *present*, an abstention will have the same effect as a *no* vote.

Departmental P&T Committees

Each department will establish a departmental tenure and promotion committee. This committee will abide by the guidelines each department has established. These committees must be formed in the spring in order to be prepared for the early deadlines imposed on the departmental committee decision.

Pre- and Post-Tenure Review

Pre-Tenure Review

Tenure-track faculty members are subject to pre-tenure review during the spring semester in the third year at Augusta University. The pre-tenure portfolio must be completed and submitted to the department chair on or about January 15, in accordance with the approved CSM Promotion and Tenure Calendar. The review will be conducted by a committee of at least three tenured faculty members from the candidate's department. This may be, at the department's discretion, the departmental promotion and tenure committee. If an insufficient number of tenured faculty members exist within the department, tenured faculty from a related field may serve on the committee; however, the candidate must consent to the appropriateness of the appointments.

Similarly, a mid-course review shall be conducted in those cases in which the candidate has been hired with prior credit. Assuming that a tenure review normally occurs in the sixth year of service, this mid-course review will occur as follows:

- Faculty members with one year of prior credit will be reviewed in the spring semester of their second year of institutional service.
- Faculty members with two years of prior credit will be reviewed in the fall semester of their second year of institutional service.
- Faculty members with three years of prior credit will not undergo a pre-tenure review.

The committee shall review the candidate's progress toward the completion of the requirements of tenure as outlined in the Policy Library. The approved department and college criteria utilized for tenure shall be used for these reviews. The content and format used for the pre-tenure portfolio document should be similar to that specified by AU for promotion and tenure. However, the candidate **will not** be required to provide internal or external letters of support. The review process and subsequent pre-tenure review document development must be completed by the *current* approved Promotion and Tenure calendar.

In reviewing the materials the committee is to examine the accomplishments of the candidate and provide constructive assistance to the tenure-track faculty member seeking tenure. The committee should note the accomplishments of the candidate, but should also detail areas of weakness that the candidate should address as well as any change in the orientation or activities that might aid the candidate in meeting the requirements for tenure. The committee will write a report summarizing its recommendations for improvement. The written report of recommendations should also remind the candidate that the committee's comments are intended as an aid to achieve tenure, but that the successful satisfaction of the committee's recommendations will not alone guarantee a positive tenure review.

Faculty Members with Joint Appointments

For faculty members with joint appointments, the review should be initiated and led by the tenure-home department. Input from the department chair or director of the joint department/center/institute should be solicited by the tenure-home department chair in the form of a written statement. The joint unit should use the tenure criteria of the tenure-home department in completing its review.

Reporting and Follow-Up

Upon completion of the review the committee shall produce a written summary of its recommendations, a copy of which shall be delivered to the candidate and the candidate's chair. The candidate and chair will review the report together. This document is submitted to the Dean for consideration. The Dean shall notify the Associate Provost of Faculty Affairs that the review has been completed and provide a summary of results. Figure 2 shows the process for Pre-tenure review.

Calendar

Below is a general timeline of the pre-tenure review process. Figure 2 provides an overview of this process. *Be aware that this timeframe, and specific dates, will necessarily vary from year to year to be in alignment with the annual University Promotion and Tenure Calendar.* Faculty should visit the AU Faculty Support Services webpage for up-to-date official University and College P&T calendars.

By March 1 of Year 2 – Faculty will be notified by their chair during their annual evaluation that the pre-tenure review will occur during the following spring semester.

On or about January 15 – Faculty member submits completed portfolio to the department pre-tenure review committee.

By March 1 Department committee delivers review letter to faculty member and the department chair. The candidate will have 10 business days to write a written response to the committee report if s/he chooses, appending it to the committee report and delivering it to the department chair.

On or about March 20 – Chair and reviewee will meet and discuss the pre-tenure committee's review. The candidate and department chair will develop a development plan based on the committee's recommendations.

By April 1 – The department chair submits to the Dean a copy of the committee recommendations, along with a copy of the development plan signed by both faculty member and chair, for consideration and approval.

By April 15 – The Dean notifies the Associate Provost for Faculty Affairs that the review has been completed and provides a summary of the results. A copy of the review will be provided to the Provost, who will review with the Dean any faculty members who are not achieving suitable progress towards tenure.

Pre-Tenure Review Portfolio Guidelines

The pre-tenure portfolio shall be organized in a similar manner as the promotion and tenure portfolio. The details of the items are described in the University Guidelines for Faculty Promotion and Tenure.

The Pre-Tenure Review Portfolio should include the following in Calibri 12 point:

1. Cover page (with the reviewee's name, rank, department, and chair-assigned effort categories)
2. Curriculum Vitae
3. Annual Performance Evaluation Forms provided by Human Resources (summary page(s) from last three years)
4. Statement of Scholarship (maximum one single-spaced page)
5. Evidence of Scholarship
6. Statement of Teaching (maximum one single-spaced page)
7. Evidence of Teaching
8. Statement of Service (maximum one single-spaced page)

9. Evidence of Service

No other material shall be included in the portfolio.

Post-Tenure Review

A tenured faculty member is subject to post-tenure review in accordance with the Augusta University Promotion and Tenure Policies. The reviewee will produce a Post-Tenure Review Portfolio, discussed below, that provides evidence of scholarly achievement, teaching, and service consistent with effort allocated over the last 5 years or since the last review or promotion. All tenured faculty members will be reviewed with the following exception: tenured faculty members with a primary administrative appointment (50% or greater time commitment/effort allocation) will not be subject to post-tenure review. If such an individual leaves that administrative position and returns to a primary academic position, he/she will then become subject to post-tenure review according to the guidelines within his/her college.

The review will be based upon the faculty member's current job description, faculty evaluations, assigned faculty effort, and post-tenure review portfolio. Documentation required will be determined by the college, the other above named reports/forms as appropriate for the last five years, and a Curriculum Vitae consistent with AU format. The portfolio should include evidence of scholarly achievement, teaching and service consistent with chair-assigned effort. It should be noted that competence in all three areas is expected as is excellence in the areas of primary activity. Lack of activity in an area for three years shall be deemed unsatisfactory. The portfolio contents should be limited to activities since the most recent promotion or personnel action.

The review will be conducted by a subcommittee of the College of Science and Mathematics Promotion, Tenure, and Review Committee consisting of three tenured members of the committee who are NOT in the department of the reviewee and one non-voting member who IS in the reviewee's department. In the event fewer than three such members exist, the College Promotion, Tenure, and Review Committee will determine the composition of the subcommittee for post-tenure review ensuring that the majority of members are in the College of Science and Mathematics. In case this subcommittee contains no representative from the department of the individual being reviewed, such a representative should be appointed as a non-voting member by the department chair. A 60% majority vote of the CSM PT&R subcommittee will be required to pass a motion to approve the package submitted as satisfactory. An abstention will have the same effect as a *no* vote.

Results and recommendations of the review committee will be communicated in writing to both the reviewee and his/her department chair. The chair will review the findings with the reviewee. The reviewee will be provided with a written copy of the report at least five working days prior to the meeting. The reviewee and the chair will sign the document after review. The reviewee, if he/she desires, may prepare a written response. The chair will then transmit the report and any response to the Dean of the CSM. In the case of reviews of department chairs the results will be communicated directly to the Dean. After review by the Dean, the report and any response will be communicated to the Executive Vice President for Academic Affairs & Provost with a recommendation for further action or no further action.

In instances where areas of deficiency are noted and further action is required, the chair is responsible, in consultation with the faculty member and Dean, for establishing a Post-Tenure Development Plan (PTDP)

directly related to the findings of the post-tenure review and identifying appropriate resources for completion of the PTDP. If a PTDP is required for a chair, it will be developed by the Dean in consultation with the chair. The PTDP shall be included with the report and forwarded to the Executive Vice President for Academic Affairs & Provost. Figure 3 shows the process for Post-tenure review.

A Post-Tenure Development Plan (PTDP) will:

1. specify goals or outcomes that are required for the faculty member to overcome identified deficiencies;
2. outline specific activities that will be undertaken to achieve the goals or outcomes;
3. set appropriate times within which the goals or outcomes will be accomplished (which should not exceed three years);
4. indicate the criteria by which progress will be monitored; and
5. include a plan to monitor progress and reassess the plan annually as part of the faculty member's annual evaluation.

The Dean will be responsible for financial arrangements associated with the PTDP. If the nature or scope of the PTDP is such that the individual cannot carry out other duties, the Chair and the Dean shall make other arrangements for these duties to be completed.

At the end of the PTDP the individual shall be reviewed by a three-member review committee. If possible, the committee should have the same members who completed the original review. Results of the review will be communicated in writing to the Department Chair. The Chair and the committee will come to an agreement on the content of the review. If they cannot come to an agreement, the Dean will be consulted.

1. Upon satisfactory completion of the PTDP the individual shall continue with five-year reviews, such time commencing with the next academic year after completion of the program.
2. If completion of the PTDP is deemed unsatisfactory by the review committee, the Chairperson, and the Dean, this decision with a recommendation from the Chairperson and the Dean will be referred to the President for further action.

All records of reviews will be retained by the Dean's office. At the end of each academic year the college must forward to the office of the Executive Vice President for Academic Affairs & Provost the names of the faculty members reviewed that year, the results, and the names of each member of the review committees.

A faculty member who disagrees with the results of a post-tenure review, a PTDP, or any subsequent actions resulting from the review process has the right to appeal, as outlined later in this document (see Post-Tenure Review Appeals).

Calendar

Below is a general timeline of the Post-Tenure review process. Figure 3 provides an overview of this process. *Be aware that this timeframe, and specific dates, will necessarily vary from year to year to be in alignment with the annual University Promotion and Tenure Calendar.* Faculty should visit the AU Faculty Support Services webpage for up-to-date official University and College P&T calendars.

Late August – Faculty will be notified in writing that they must undergo review

Early February – Portfolios to the college P & T committee

Early April – Evaluation Completed and recommendation letters sent to the reviewed faculty member and department chair

Late April - Early May – Chair and reviewee will meet and discuss the P & T committee’s review (Chair must send review letter to reviewee 5 working days prior to the meeting)

Mid-May – The Department Chair submits the CSM P & T committee’s review and letter to the Dean of the College of Science and Mathematics

Late May – Dean submits the report and any response to the Executive Vice President for Academic Affairs & Provost

Portfolio Guidelines for Post-Tenure Review

The Post-Tenure Review Portfolio should include the following in Calibri 12 point:

1. Cover page (Application form(s)) with reviewee’s name, rank, department and chair-assigned effort categories)
2. *Curriculum Vitae*
3. A one-page summary of activities in all areas
4. Annual Performance Evaluation Forms provided by Human Resources (summary page(s) from last five years)
5. Evidence of Scholarship
 - a. Statement of Scholarship (since the time of last review or promotion; maximum one single- spaced page)
 - b. Appropriate lists of scholarly activities* (since the time of last review or promotion; maximum three single spaced pages) Examples: Bibliography of publications, grants with funding and timing, presentations by reviewee and/or mentored students)
 - c. OPTIONAL additional evidence (maximum 5 pages single spaced) that could include letters from peers, reviewers, or collaborators. This section MAY NOT include publications.
6. Evidence of Teaching
 - a. Statement of Teaching (since the time of last review or promotion; maximum one single- spaced page)
 - b. Appropriate lists of teaching activities* (since the time of last review or promotion; maximum three pages single spaced) (Examples: courses taught, students mentored, list of teaching materials developed, advising-related lists)
 - c. OPTIONAL additional evidence (maximum 5 pages single spaced) that could include letters of peer review, results of standardized test scores, evaluation of your students’ performance in subsequent courses, and assessment of learning outcomes. This section should NOT include every page of course evaluations, although semester summary pages are encouraged.
7. Evidence of Service
 - a. Statement of Service (since the time of last review or promotion; maximum one single- spaced page)
 - b. Appropriate lists of service activities* (since the time of last review or promotion, maximum 3 pages single-spaced) (Examples: committee service, professional

- organizations, community activities)
- c. OPTIONAL additional evidence (maximum 5 pages single-spaced) that could include letters from committee/organization chair or other committee/organization members.

No other material shall be included in the portfolio.

Post Tenure Review Appeals

Individual faculty member(s) shall have an avenue for appeal of decisions made from post-tenure review, or for disagreement with a PTDP or any subsequent actions resulting from the evaluation process.

1. Decisions by department chair or equivalent may be appealed to the Dean within 10 days of written notification of a decision, action, or finalization of a PTDP.
2. Decisions by the Dean may be appealed to the Provost within 10 days of written notification from the Dean. The Provost shall refer the appeal to an *ad hoc* Appeals Committee composed of the Chairperson of the Promotion & Tenure subcommittee of the Faculty Senate and four corps of instruction members to be named by the Provost, two of whom must be members of the Faculty Senate, one of whom must be from the College of the appellant, and in the case of post-tenure review appeals, three of whom shall hold tenure. The appellant has the right to strike for cause one member of the *ad hoc* Appeals Committee. The Provost shall inform the Dean and the President that an appeal has been submitted and is under review. The findings and recommendations of the Appeals Committee shall be made to the Provost. The appellant will be notified of the Provost's decision with copies to the Dean and President.
3. Decisions by the President may be appealed in writing to the Board of Regents within 20 days of notification of the President's action.

Procedures for appeal at each level shall be available through the department and through the Dean's office.

Appeals

Promotion and Tenure Appeals

All faculty shall be notified **in writing** within five business days of the recommended decision, and receive a copy of the written summary, at each step of the promotion and/or tenure process. The individual faculty member shall have an avenue for appeal of recommended decisions at each level of the promotion/tenure review process within **10 business days from the date of communication** of the decision to the candidate. The appeal should be made in writing to the appropriate individual in the next level of the appeal process.

For further information on the appeals process, consult the Augusta University Guidelines for Promotion and Tenure.

Portfolio Guidelines for Promotion and Tenure

These guidelines detail the portfolio format and contents that must accompany the request for promotion/tenure as it moves through the approval process.

Required Organization and Format of Portfolio

The applicant will prepare the document electronically as a single PDF file with chapters. The portfolio shall be organized as follows. The details of the items are described in the University Guidelines for Faculty Promotion and Tenure.

The Promotion & Tenure Review Portfolio should include the following in Calibri 12 point:

1. Application form(s)
2. University Promotion and Tenure Committee Portfolio Folder List
3. Summary of Annual Evaluation and Activity Allocation Form
4. Curriculum Vitae
5. Statement of Teaching (maximum one single-spaced page)
6. Statement of Scholarship (maximum one single-spaced page)
7. Statement of Service (maximum one single-spaced page)
8. Appendix A – Internal Letters [department P&T committee(s), chair, college P&T committee, and dean]
9. Appendix B - Annual Performance Evaluation Forms provided by Human Resources (summary page(s) last five years)
10. Appendix C - Evidence of Teaching
11. Appendix D - Evidence of Scholarship/Research
12. Appendix E - Evidence of Service
13. Appendix F - External Letters of Review or Recommendation (according to College P&T guidelines)
14. Appendix G – Pre-tenure review letter or report (for tenure candidates)

No other material shall be included in the portfolio.

Details of the Portfolio.

1. Application form(s). (Attachment 1)

A candidate for promotion and tenure should complete separate forms. All applicable signatures are required on each form.

2. Checklist (Attachment 2)

The candidate should sign the checklist indicating their confirmation that the portfolio is complete and adheres to the guidelines outlined in the “Portfolio Guidelines” document.

3. Summary of Annual Evaluations and Activity Allocation Form (Attachment 3)

The candidate should list the annual evaluation assessments and the allocated workload activity for the promotion and/or tenure period under review.

4. Curriculum Vitae.

The candidate should include a CV that adheres to the guidelines for documentation style in a specific discipline. Examples include AMA, APA, CMS, and MLA.

5. Statement on Teaching (maximum one single-spaced page Calibri 12 point).

This narrative will highlight the candidate's teaching philosophy, methods and procedures and how these contribute to student learning. This narrative should also highlight the candidate's contributions in student advising and mentoring.

6. Statement on Scholarship (maximum one single-spaced page Calibri 12 point)

This narrative will highlight the significance of the candidate's scholarship, using criteria from the candidate's discipline as evidence. The candidate should expound on the relevance of publications, presentations, and other examples of scholarship listed on the CV. The candidate should explain how his or her scholarship contributes to regional, national or international prominence, appropriate to rank.

7. Statement of Service (maximum one single-spaced page Calibri 12 point).

The candidate will highlight his or her service to the profession, his or her department, college, AU, and/or USG.

Appendices

Appendix A – Department P&T committee(s), chair, college P&T committee, and dean letters

Appendix B – Copies of summary pages of the Annual Performance Evaluation Forms (provided by Human Resources - last five years)

Appendix C – Evidence of Teaching (since the time of last review or promotion)

The candidate should present the information that best supports their candidacy based on expectations of their discipline. This information should be presented in the most concise manner possible using lists, tables, and diagrams. The following are examples that can be included:

- a. Please include the summary sheets of faculty and course evaluations for the past 5 years. (required)
- b. Evidence of peer review, including letters from peers that have observed the candidate teaching. (required)
- c. If advising graduate student projects or residents include communications from up to 5 residents, graduate students, advisees, etc. that address the quality of the supervision that the student received.

- d. A list of examples of student achievements such as projects, awards, honors theses, publications, presentations, time to degree for graduate students.
- e. List of course and program development activities.
- f. Evidence that the candidate assesses whether or not s/he has been successful in increasing student learning outcomes.
- g. An annotated list of pedagogical literature and instructional development sessions that have influenced the faculty member's teaching and how the faculty member has addressed this information in planning his/her classes and instructional strategies.

Appendix D – Evidence of Scholarship/Research (since the time of last review or promotion)

The candidate should present the information that best supports their candidacy based on expectations of their discipline. This information should be presented in the most concise manner possible using lists, tables, and diagrams. The following are examples that can be included:

- a. faculty member's publications that explicitly designates peer-reviewed material from other publications including the Scholarship of Teaching and Learning, and the Scholarship of Engagement, and any evidence consistent with [USG 4.7.2](#): The Scholarship of Discovery.
- b. all grants, fellowships, and scholarships, as appropriate to the discipline, with funding amounts.
- c. invited seminars and presentations.
- d. refereed conference presentations.
- e. evidence of up to 10 of the candidate's most significant publications and/or creative endeavors since the time of appointment or the last promotion may be included. This does not imply that every publication/endeavor is of equal intellectual merit. The candidate should define and make the case for what is significant.

Appendix E – Evidence of Service (since the time of last review or promotion)

The candidate should present the information that best supports their candidacy. This information should be presented in the most concise manner possible using lists, tables, and diagrams. The following are examples that can be included:

- a. International, national, or regional professional committees, including any offices held
- b. USG, AU, college, and department committees, organized by level
- c. Evidence that the faculty member, either through scholarly work and/or service, applies knowledge toward solutions to complex societal problems and human needs

- d. Evidence that the faculty member contributes to the continuous improvement of public higher education
- e. Evidence that the faculty member contributes in some way to the public good
- f. Evidence that the faculty member has served his or her profession through professional organizations and/or other professionally oriented entities
- g. Evidence that the faculty member has participated in clinical patient care, when appropriate

Appendix F – External Letters of Review or Recommendation (according to University and College P&T guidelines)

Candidates for promotion to Assistant Professor and above, and the award of tenure, are expected to have a minimum of three external letters of review or recommendation. External letters are defined as those support letters solicited from outside Augusta University. However, due the multidisciplinary work of many AU faculty, one external letter of support is allowed from outside one's primary college on the AU campuses.

The candidate shall recommend colleagues from other institutions that have sufficient knowledge of his or her work. The candidate should therefore provide documentation of the quality of his or her teaching, scholarship, and service. To this end, all candidates for promotion or tenure will need external letters of review. The candidate will recommend, to their department chair, colleagues with national or international standing from other institutions that have sufficient knowledge of the candidates work.

The department chair will solicit letters.

Appendix G – Pre-tenure Review Letter or Report (for tenure candidates)